

## GREEN BRANDS MANAGEMENT PROCESS: AN EXPLORATORY STUDY

*Hemantkumar P. Bulsara\**, *Meenu Shant Priya\** and  
*Samant Shant Priya\*\**

**Abstract:** *The change in the attitude of stakeholders, in the present scenario, towards the protection of the planet and sustainable development has made them to follow the Green business functions in every phase of their operation. The Green business practices have become a tool to promote the Green brand equity and many organizations have started adopting this in order to maintain long term sustainable perspectives.*

*This paper attempts at developing a process for Green brand management by categorizing the existing literature on the basis of Green business functions, Green business issues and Green brand equity. The contribution of this paper lies in presenting the extent literature on Green business functions, Green brand equity, identifying some gaps in the existing literature systematically and suggesting some potential future research agendas. The findings of the review paper hint at how organizations are using Green business functions along with other strategies to build Green brand equity. Corporate world are not using the full range of Green business strategies that may limit their effectiveness in Green brand management process.*

**Keywords:** *Market strategy, Stakeholders, Green practices, Green branding & Green brand management process*

### 1. INTRODUCTION

In 2012, Common Wealth Scientific and Industrial Research Organization (CSIRO) published a report titled '*our future world-an analysis of global trends, shocks and scenarios*' and considered five mega trends such as More from less (a world from limited resource), A personal touch (personalisation of product and services), Divergent Demographic (older, hungry and more demanding), On the move (Urbanising and increased mobility) and *i* World. Each of these mega trends will influence our future. World government leaders recognize these challenges and have incorporated green growth as an important theme for the G20 and other international platforms. Shaping a global economy fit for the 21<sup>st</sup> century is the greatest challenge for around 9 Billion people in 2050 who will demand equal opportunity for development. Therefore, the rapid changes in the environment have made business activity to adjust their business philosophy and orientation

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\* Sardar Vallabhbhai National Institute of Technology, Surat

\*\* Sinhgad Institute of Business Administration and Computer Application, Lonavala

of enterprise. An enterprise has adopted its business activities as per the need and requirements of environment which has become importance of its survival, growth and development (Ljiljana Stankoviæ and Suzana Djukiæ2006) so, green business function has become a prime agenda for organizations in current situation for maintaining sustainable development. Ljiljana Stankoviæ and Suzana Djukiæ (2006) have suggested enterprise (manufacture, retailer etc.) branding helps in product differentiation that creates corporate image. This corporate image enhances demand and establishes market share. Hence it is important for enterprises to create strong brands with different green business strategies that may help in positioning of products in consumers' mind. The so developed strong brands may respond to generate green brand equity having elements like green brand image, green satisfaction, trust and green brand loyalty.

Looking into these aspects, the researchers have understood that building green brand is one of the ways to satisfy the demand from customers, meeting global climate and environmental goals for sustained growth and development. Therefore, an attempt has been made in this work to develop the Strategic green brand management process (SGBM) by integrating the models as suggested by Keller (2007) and Ghodeshwar (2008) and green business practices as adapted by various organizations. We have proposed SGBM to have four stages namely; Create green brand, Communicate green brand message, Operate green brand performance and Develop green brand equity.

We begin with a discussion on the methodology adopted and further it by discussing the different literature review on green business functions, green business issues and green brand equity. Towards the end, we propose the issues arising from our review of literature and suggest some general summary on SGBM and finally briefed the gaps for future study.

## **2. METHODOLOGY**

Given the aims of the paper, a systematic review method is adopted to build SGBM. Our analysis process includes categorizing and classifying the existing literatures in different aspects of creating green brand by adding green business functions and developing brand superiority. This work is a synthesis and simultaneous analysis of recently published papers and some papers used in this work were published more than one decade ago (1990 until 2014) as well. We focused on both conceptual and empirical papers published in reputed journals and selected those papers that assist in 'building green brand'. This review paper draws information through academic papers, books, business reports and survey findings using the keywords like brand, branding, brand equity, green HRM, green operations, green marketing, green investment and green supply chain management.

In building SGBM, we have considered two models, one strategic model for building brands as proposed by Keller (2007) and the PCDL model as suggested by Ghowdeswar (2008) to identify the key areas of brand building and correlating it with different green business practices for building green brand. According to these two models, 'building green brand' works through by creating green brands with the help of green attributes, communicating green brand messages, operating it and developing green brand equity for it. Thus, this review paper has examined each of above mentioned parameters which may be used for developing strategic green brand management process (SGBM).

### **3. CREATING GREEN BRAND**

It is proposed by the authors that the green brand may be created by adding green business functions and by proving superiority with the help of reduced green wash thus creating positive green brand image.

#### **3.1. Adding Green Business Functions**

In order to understand the today's brand creation, the authors have adopted the addition green business functions such as green marketing, green finance and investments, green SCM and green HRM into the existing business functions of the corporate and have presented below few striking findings from the existing literature.

##### **3.1.1. By Adding Green Marketing**

In the contemporary era, the survival of the company is based on profit, planet and society. This agenda is fulfilled by the green business strategies of the company. Green has become a major trend in contemporary business (Kassaye, 2001). With the gaining environment and environmental problems, companies have started to change their production, goods or service generation, towards environment-friendly products and are trying to reach customers with 'green marketing' concept (Aysel Boztepe, 2012). therefore, Green marketing fulfils the consumers' needs, wants, and protects the ecology and assists the society in a more friendly way (Welford, 2000). Consumers are not willing to give up certain product attributes just to 'go green'. Research reveals that convenience, availability, price, quality and performance continue to be important when considering the intent to purchase green products (Leslie Lu *et al.*, 2013). Understanding the target consumers will help marketers to know whether "greenness" is an appropriate selling attribute and how it should be incorporated into the marketing mix. To respond to consumers' varying degrees of environmental concern, marketers can segment the market into different shades of green. The Roper survey (2002) divides consumers into the following groups: True Blue Greens (9%), Greenback Greens (6%), Sprouts (31%), Grouzers (19%), and Basic Browns (33%). Consumers give

preference to those brands which are manufactured by companies whose products and process were more environmentally friendly (Josephine Pickett-Baker & Ritsuko Ozaki, 2008) and this preference of consumers are fulfilled by organizations with the help of differentiating products by adding green packaging, Eco-labelling and green products, itself.

Green product means eco- friendly goals are attained while designing the products. Green product leads to preservation and maintenance of ecology along with reduction in pollution and waste. Overall it is not harmful to human being's health and remains green throughout their life cycle. Lassner and Schubert (2007) have indicated that green product is a product that minimizes the negative impact on environment and is obtained from re-cycling, re-making, re-using and reduced processes. N. Mahesh (2013) showed in his research that consumers perceive green products to have consistent and acceptable standards of quality. Chang and Fong (2010) found a positive relationship between green product quality and green customer satisfaction. By reacting to current demand for enhancing competitive advantage and to improve their public image the green packaging can change the performance of the product in each life style of the product life cycle (W. Wossen Kassaye, 2001).

Eco-labelling schemes are the provision for customers to identify the eco friendly products and it acts as a tool for consumers to facilitate decision making in purchase of environmentally friendly products. Moreover, it also enables them to know how the products are made. Eco labelling is an effective tool in bridging the gap between seller and buyers by giving the information on product quality and value functions which present the recyclability and Corporate Social Responsibility (CSR) related brand prestige (Sammer and Wustenhagen, 2006). The eco-labels can be observed as to increase opportunity to enhance sale through product differentiation and increased accountability (Horne, 2009). As per study of Sandra Larssonee *et al.* (2011) belief, trust and eco-motivation are the factors which influence the consumers to buy eco-labelled products. Hence, special labels help in identification of environmentally preferred products and services (Bulsara, H.P. & Manita, M. 2013).

### **3.1.2. Green Investment and Finance**

Green investment covers both public and private investments. It refers to the investment necessary to reduce the greenhouse gas and air pollutant emissions without significantly reducing the production (Luc Eyraud *et al.*, 2011). Green finance refers to the improvements in the performance of green investments in energy efficiency and sustainable development of the economy. Green finance refers to financial support for Green growth (APEC, 2010). Companies' concerns for environment and society have changed after Kyoto protocol. Companies have started to react by investing in environment management, by making changes in

the policies of the company related to reduction in waste and pollution and have started applying the green auditing and reporting system (Epstein and Roy, 2001). Green investment is a very broad term. It can be related to Investors' attention to climate change, resource efficiency and green issues in general and other investment approaches such as ESG (environmental, social and governance investing), SRI (socially responsible investing), sustainable investment in business or other similar concepts. (Inderst, G., Kaminker Ch. and Stewart, F. 2012). Hence, the green investment is the business strategy of company to invest in green practices aimed at improving the environment.

### **3.1.3. Green Supply Chain Management (GSCM)**

Managers are assigning the environment management as an important issue in their discussions (McInTyre *et al.*, 1998). According to Zhu and Sarkis (2004), GSCM refers to integrating environmental thinking into SCM, including product design, material sourcing and selection, manufacturing processes, delivery of the final product to the consumers as well as end-of-life management of the product after its useful life such as efficient reverse logistics network that can provide economic profits and enhance organizational competitiveness (Buyukozkan and Cifci, 2012; Murphy and Poist, 2003) whereas, performance and image of the large companies are affected by the poor environment standard of small suppliers in the same supply chain. (Cousins *et al.*, 2004; Christmann and Taylor, 2001). Firms adopt green practices to maintain an image in society (Chin-Chun Hsu *et al.*, 2012). Paul Hong *et al.* (2009) have demonstrated that strategic green orientation (SGO) thrusts to improve business performance. Furthermore, GSCM can result in improved brand image, better relations with stakeholders and improved personnel motivation. (Testa and Iraldo, 2010). This helps in gaining corporate image, competitive advantage and marketing exposure (Purba Rao and Diane Holt 2005).

### **3.1.4. Green Human Resource Management**

Green HRM is to promote the Green HR or eco-friendly practices within the organizations and it aims at building the synergy of environmental sustainability and corporate social responsibility within the organization. Charbel Jose and Chiappetta Jabbour (2011) have given that addition of HRM (recruitment, selection, training, performance assessment, and award) to environmental management and have suggested that Human Resource dimensions are important for maintaining environmental programme in organization. Beard and Rees (2000) proposed that green teams are used to generate ideas, encourage organizational learning and to identify conflicts and to resolve them based on best options of environment management. It is also related to instigate the employees' awareness and commitments on the issues of green practices and sustainability. The companies with higher quality of HR will help in implementing the green supply chain

management with the help of creation and sharing of knowledge. Therefore, green HRM is considered to be a holistic concept that aligns company environmental strategies with employees. It is often argued that ecological management of the company is based on green HR policies of the company. Usage of green HR practices has positive outcomes such as stronger public image, increasing employee morale and building consumer confidence (Saba Jafri, 2012). Green HRM can enhance corporate image and brand Image (Ravi, S. P. (2013).

### **3.2. Creating brand Superiority by Green Attribute**

In order to have a good brand equity, it is very important to have superior brands in the portfolio, the superior brands in the green environment are created by having positive brand image and by reducing the green washing concept.

#### **3.2.1. Positive Brand Image**

Brand image can create value in term of assisting the customers to process information, differentiating brand, generating reasons to buy, create positive feelings, and generating a basis for extension (Aaker,1991). Stephen L. Sondoh Jr. *et al.* (2007) have suggested five brand image benefits consisting of functional, social, experiential, symbolic and appearance. Ike -Elechi Ogba and Zhenzhen Tan (2009) have considered that relevance of brand image in growing to the success of market offerings and it can enhance customer commitment for long term.

Companies, which are adding green components in their existing products for building green brands, their reputation get increased (Norm Borin and Joan Lindsey-Mullikin, 2013). Consumers' willingness to pay for organic products was affected by food quality, security, trust in certification, and brand name (Khare, A. 2013). Hence, Firms are differentiating themselves from their competitors by using green brands and by showing their commitment towards environment protection.

#### **3.2.2. Reduce Green Washing**

Green washing is misleading the customers about environment benefits through advertisement about green products and services. A green washing firm engages in two behaviour; by providing poor environmental performance and positive communication about environmental performance (Magali A. Delmas and Vanessa Cuerel Burbano, 2011). Therefore, there is need to understand that companies should reduce the green washing practices. Company should maintain transparency and accountability regarding their green goods and services. As per guidelines of Rawlins (2009), it is necessary that organizations give the directions to verify the accuracy of its environmental claims and companies also meet the sustainable features of their products.

#### **4. COMMUNICATING GREENBRAND MESSAGES**

Phau and Ong (2007) suggest that Australian consumers were reacting positively towards green brand promotion. Green advertisement reflects that company is eco centric and it influences the purchase behaviour of the consumers by presenting them with the choice of the products which do not harm the environment (Jacob Cherian & Jolly Jacob, 2012) therefore, communicating green messages is helpful in creating positive brand image and in reducing the environmental impact.

##### **4.1. Visual or Verbal Communication**

Advertising messages can be developed to inspire environmental concerns and to mould people to use products that saves energy (Berger, J. and Fitzsimons, G. 2008). The visuals presented in advertisements show a natural environment such as Blue Ocean, green forest and flower & birds. (Leonidas C. Leonidou, 2010). Hence, visual and verbal communication such packaging, design etc. are used by the companies to create awareness about eco-friendly products and company. Emotional messages in advertisement would be more successful (Hawkin *et al.* 1998). Advertising works well when it appeals to those values which drive the consumer decision processes (World Federation of Advertisers, 2002).

##### **4.2. Corporate Web based Advertisement**

In current situation, companies have moved towards more web-based recruitment activity therefore, recruiters provide more information on environment management activities on websites compared with traditional media, such as newspaper, advertising or brochures (Douglas W.S. Renwick, Tom Redman<sup>1</sup> and Stuart Maguire, 2013) moreover, major European employers provide considerable details of the environmental activity of the organization on their recruitment websites (Aiman-smith *et al.*, 2001). Melville (2010) and Watson *et al.* (2010) argue that the role of information systems within the context of environmental sustainability is not sufficiently developed and that there is little research focused on how best to use information systems to improve environmental performance.

#### **5. OPERATING GREENBRAND PERFORMANCE**

Once the superior green brands are created, the organizations try to operate and measure its performance. The operation of a superior green brand is based on eco- innovations, green research and development and involvement of corporate social responsibility. Its performance may be gazed by the concept of brand value chain as proposed by Keller (1997).

### **5.1. Using Green Business Practices such as Eco-innovation and Green Research and Development**

Green innovation is the prime motive of any business model which expresses in terms of internal environment management, coordination with customer, including environment requirements and investments in eco design. Yu-Shan Chen *et al.*, (2010) have presented in their study about the internal and external origins affecting green innovation. Environmental leadership, environmental cultures, and environmental capability are internal origins where as the external origins are environmental regulations and environmental capability. In high tech industry like electronic and automobile industry the green issues are widely discussed (Ninlawan *et al.*, 2010). Environmental organization legitimacy of a firm is positively associated with its green innovation as Wal-Mart has developed common score board incentive plans to encourage innovation for environmentally friendly products. Ching-Hsun Chang & Yu-Shan Chen (2013) suggested that the green innovations that minimize cost and increases productivity can make companies more competitive. As per Abhijeet K. Digalwar (2013) the green supply chain management can raise organizational competitive ability through continuous innovation and development of new products and services. In terms of technology, R&D mainly focuses on improving the energy efficiency of existing processes rather than bringing new technologies into the market.

### **5.2. Introducing CSR Activities in Business**

As per Elsa Louise Helena Berg and Andrea Cecilia Engstrand (2011), CSR refers to core agenda of business strategy, and it is based on mutual value creation between company and society which results in gaining competitive advantages. S. M. M. Raza Naqvi *et al.* (2013) have concluded that CSR has considered triple bottom line approach of environment, society and economic aspects of the business which help in creating positive brand image of company in the mind of customers. Kaur Maneet and Agrawal Sudhir (2011) suggested that CSR are endless in branded content and its help in building brand's reputation and is a point of differentiation. CSR focuses to prevent the environment from any harm that may happen from business activities and strategic goal accomplishment of business (Wan-Jan, 2006). Organisation those involved into CSR related policies and practices have shown better performance and financial outcomes (Ilona Buciu niene and Ruta Kazlauskaite 2012).

### **5.3. Measuring and Interpreting Green Brand Performance**

For understanding the effects of green brand marketing programs, it is important to measure and interpret green brand performance. Profitable green brand management process is required to be timely, accurate and should provide actionable information for marketers so that organization can make the best and valuable strategic decision(s) for short and long term as well.



Keller (2007) has given brand value chain for assessing the source and outcomes of brand equity and the manner by which marketing activities create brand value. He suggested that value of a brand ultimately resides with customers. So in the value chain he proposed value stages (Marketing program investments to customer mindset to market performance and finally shareholders value) and also assumed that these value stages are moderated by program quality, market conditions and investors' sentiments. Researchers will use the concept of green brand value chain for measuring and interpreting the green brand performance.

## 6. DEVELOPING GREEN BRAND EQUITY

According to Yu-Shan Chen (2010), Green brand equity is a set of brand assets and liabilities about green commitments and environmental concerns linked to a brand, its name and symbol that add to or subtract from the value provided by a product and service not only that different researchers have introduced different strategy for developing green brand equity which is presented below in tabular form.

**Table 1**  
**Green Brand Equity Elements as Suggested by Various Scholars**

<i>Authors</i>	<i>Year</i>	<i>Place</i>	<i>Product</i>	<i>GBI</i>	<i>GS</i>	<i>GT</i>	<i>GBA</i>	<i>GPR</i>	<i>GBL</i>	<i>GPV</i>	<i>GPQ</i>
Yu-Shan-Chen	2009	Taiwan	Electronic Products	Y	Y	Y	-	-	-	-	-
Seongho Kang & Won-Moo Hur	2012	South Korea	Electronic Products	-	Y	Y	-	-	Y	-	-
Ching-Hsun Chang-Yu-Shan-Chen	2013	Taiwan	Information & Electronics	-	-	-	Y	Y	-	-	Y
Pui Fong Ng. <i>et al.</i>	2013	Malaysia	Electrical & Electronic	Y	-	-	-	-	-	Y	Y

Legends: GBI: Green brand image, GS: Green satisfaction, GT: Green Trust, GBA: Green brand awareness, GPR: Green perceived risk, GBL: Green brand loyalty, GPV: Green perceived value & GPQ: Green perceived quality

### 6.1. Green Brand Image (GBI)

Brand image is a set of perceptions about a brand reflected by brand associations for consumers (Cretu and Brodie, 2007). Park *et al.* (1986) argued that brand image covers functional benefits, symbolic benefits, and experiential benefits. Yu-Shan Chen (2009) argued that green brand image is based on the belief resulting from its credibility, benevolence, and ability about environmental performance. Based on the above definitions, green brand image may be defined as "a set of perceptions of a brand in a consumer's mind that is linked to environmental commitments and environmental concerns.

## **6.2. Green Satisfaction (GS)**

Satisfaction is a delightful degree of post-consumption evaluation or a pleasurable degree of consumption-related fulfilment (Oliver, 1996; Paulssen and Birk, 2007). Satisfaction is a level of overall pleasure or contentment perceived by a consumer, resulting from the quality of the product or service to fulfil the consumer's expectations, desires, and needs (Mai and Ness, 1999). Based on the above understandings, green satisfaction may be defined as "a pleasurable level of consumption-related fulfilment that satisfies a customer's environmental desires, sustainable expectations and green needs.

## **6.3. Green Trust (GT)**

Ganesan (1994) argued that trust is a willingness to depend on another party based on the expectation resulting from the party's ability, reliability, and benevolence. Green trust of brand can be recognized by the customer that a brand keeps its promises regarding green performance (Chaudhuri and Holbrook 2001). Seongho Kang and Won-Moo Hur (2012) have asserted that green satisfaction has positive effect on green trust and green affect. Hence, customer trust can influence their purchasing decisions (Gefen and Straub, 2004) therefore, as per Yu-Shan Chen (2010) suggestions companies should invest more resources in enhancing of green image, green satisfaction and green trust because it leads to green brand equity.

## **6.4. Green Brand Awareness (GBA)**

Yu-Shan Chen and Ching- Hsun Chang (2013) have proposed Green brand awareness. Green brand awareness is all about easy recognition and recall of a product (brand) among competitors because of its eco- friendliness or green practices based image in the mind of consumers.

## **6.5. Green Brand Loyalty (GBL)**

Seongho Kang and Won-Moo Hur (2012) have attributed that in the strong competitive eco-friendly market, companies can no longer simply focus on eco-functional attributes in order to secure customer loyalty. Therefore, eco-friendly companies are differentiating their products or services with branding and brand management. At the same time, it was revealed that green satisfaction has positive effects on green loyalty. In addition, the results indicate that both green trust and green affect have positive effects on green loyalty, and in turn green brand loyalty has positive impact on green brand equity. Hence green loyalty is related to consumers' commitment to purchase green products at any conditions such as premium pricing.

### **6.6. Green Perceived Risk (GPR) and Green Perceived Value (GPV)**

Yu-Shan Chen and Ching - Hsun Chang (2013) have proposed the green perceived by referring Peter and Ryan (1976) and defined it as “the expectation of negative environmental consequences associated with purchase behaviour”. And for value they have referred to Patterson and Spreng (1997) and suggested that a consumer’s overall appraisal of the net benefit of a product or service between what is received and what is given based on the consumer’s environmental desires, sustainable expectations, and green needs”.

### **6.7. Green Perceived Quality (GPQ)**

Perceived quality provides value to customers, moreover it provides the chance to buy and differentiate the brand from competitors (Aaker 1996). The customers’ judgement about a brand is related to environmental excellence (and Ching-Hsun Chang and Yu-Shan Chen (2013). Therefore, perceived quality assumed as environmental & eco friendly image in the mind of the consumer and moreover it provides reasons to purchase the product even at premium prices.

## **7. CONCLUSION AND FUTURE SCOPE OF RESEARCH**

Organizations are the main cause for environmental problems, they should therefore, play major role in addressing the environmental concerns and provide solutions by introducing green business strategies. As per Ki-Hoon Lee (2009), the key question for corporate executives in greening management is “how to amalgamate decision making of environment into business for profitable result.” He examined that companies recognize the value of green sustainability and corporate social responsibility to retain their competitiveness. Organizations are trying to develop new and innovative ways of green business strategy to enhance their competitiveness (Purba Rao and Diane Holt, 2005). This paper tries to develop GBMP which will helpful in developing in green brand equity and market share for the company.

This paper has also identified a wide range of elements of green business Strategy for green brand management process. The table 1 summarizes the main ones in the core areas namely creating green brand, communicating green brand, operating green brand performance and strengthening green brand Equity. Here, researchers have conceptualised the strategy of GBMP with green business strategy based on different literature review. From the review it is clear that different elements of green business strategies are widely discussed by numerous researchers in wide manner after Kyoto protocol summit (1997) but there is still a necessity to develop a notion on GBMP with the fusion of different elements of green business strategy into the existing models of brand management process (Keller (2007) & Ghowdeswar (2008) into the one. From this review it is clear that research in the

area of green business strategy with amalgamation of brand is less and the development of GBMP with the integration of brand and green business strategy is minimal or none, therefore this work will guide the practising managers to build their branding strategy around the same.

The review finds considerable evidences of the positive impact of green business strategy in building green brand management process. Thus, the key question in this research area is not so much about green business strategy but to explore the process of green brand management. The review of the existing research suggests four possible mediators: Creating green brand, communicating green brand messages, operating green brand performance and strengthening green brand equity. The green business practices were already discussed in wider way by researchers in GSCM, GM and GHRM. Here, researchers have used brand models with green business strategy to examine how organizations use the positive green image for Building GBMP and further projected the future scope of the study.

In sum, it is being seen as environmental or green is playing a vital role in attracting and retaining customers and helps in reduction of carbon footprint. Therefore, it is a better solution to introduce the green issues from company perspectives, ecological point of view and customer satisfaction. In addition, it seems that more consumers specifically in western country prefer green brands and are ready to pay premium prices for goods and services. However, we slightly know less about how organizations are selecting the different elements of green business strategy for Building GBMP. There is little research available on examining the impact of green business strategy on building green brand management process. A research Programme on exploring this area would help to complete our understanding of green issues or business strategy for building green brand management process. In terms of developing green brand management process for organizations and customers, there is need to use and develop the innovative ways of green strategy in business such as green marketing, green supply chain management, green HRM, green Investment and CSR activity etc, subsequently, these green practices will be helpful in enhancing the brand value for company and creating the value of money for customers.

What is lacking in this body of work is related to assessment of branding, green branding and green brand equity. There is also a need to develop the wider notion of green business functions other than green marketing, GSCM, GHRM and green Investment. Here, one more interesting area of research is to explore the role of green business practices in generating green branding and green brand equity.

Table 3 below summarizes the research agenda on brand models and green business strategy in building green brand management process. In addition, we observed that the green business function is largely used by the western countries.

**Table 2**  
**Summary of Building Green Brand Management Process**

<i>Creating Green Brand</i>	<i>Communicating Green Brand Message</i>	<i>Operating Green Brand Performance</i>	<i>Developing Green Brand Equity</i>
<ul style="list-style-type: none"> <li>• Addition of Green Business function in creating brand by;</li> <li>• Using Green Marketing</li> <li>• Using Green HRM</li> <li>• Using Green Investment</li> <li>• Using Green SCM</li> </ul>	<ul style="list-style-type: none"> <li>• Web Based Corporate Advertisement</li> <li>• Visual or Verbal Communication</li> </ul>	<ul style="list-style-type: none"> <li>• Eco-Innovation and Green Research &amp; Development</li> <li>• Introducing CSR Activity in Business</li> <li>• Measuring and Interpreting Green Brand performance</li> </ul>	<ul style="list-style-type: none"> <li>• Green Loyalty</li> <li>• Green Awareness</li> <li>• Green Satisfaction</li> <li>• Green Trust</li> <li>• Green Perceived Risk</li> <li>• Green Perceived Quality</li> </ul>
<p>Creating Brand Superiority by Green Attribute</p> <ul style="list-style-type: none"> <li>• Positive Brand Image</li> <li>• Reduce Green Washing</li> </ul>			

Very less work in the literature is available as regards to India which is very important gap for the future scope of the study in Indian context.

**Table 3**  
**Summary of Research Agenda in Green Branding**

<i>Research Gaps</i>	<i>Research Needs</i>
<i>Green Marketing</i>	
❖ How should organizations fill the agenda of green business Strategies?	❖ Environmental scanning for finding the elements of competitive pressure points and to accordingly formulate strategies to combat and win over the competition.
❖ Is Eco-Friendly competitor pressures makes the firm to change their environmental Strategies?	❖ There is a need to identify the concern of people, planet and profit and their relation with various stakeholders
<i>Green SCM</i>	
❖ Do the environmental concern or corporate competitive advantage is the key for GSCM implementation?	❖ To explore the impact of green practices on overall corporate health and its comparison with competitors.
<i>Green HRM</i>	
❖ Can Green HRM boost the growth of corporate performance?	❖ To explore the different elements of GHRM and with the help of factor analysis reduce them to check which factors is important for business performance and simultaneously used for reduction in climatic effect.
❖ Is there a possibility to reduce the climatic issues through Green HRM in organizational culture?	
<i>Green Investment</i>	
❖ Is the Green investment a strategy to keep ahead in the competitive market?	❖ To examine the policy of the company for investing in sustainable development and accessing their impact if they are keeping the organization ahead of the competition.
<i>Creating Brand Superiority by Green Attribute (Green Washing)</i>	
❖ Is green washing a major challenge for creating green brand superiority and trust amongst customers?	❖ To find out the trust fail points from customers' point of view and suggest measures to win their trust in green products of the organization.
<i>Communicating Green Brand Message</i>	
❖ Is that there is a lack of communication about the various green products and strategies.	❖ To study the various communicational efforts of green product and green based organizations to find out reason for less faith in the communications of these and suggest effective ways of communication including emotional appeal in the same.
❖ Is this lack results in less or non purchase of green products and services?	

*contd. table 3*

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*Measuring and Interpreting Green Brands performance*

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|---|---|
| ❖ Prior researches widely discuss the measurement and interpretation of the brands but none or minimal work is available for green brand performance as per the understanding of the researchers. | ❖ To study the brand value chain for assessing the sources and outcomes of green brand equity and the manners by which marketing activities create green brand value. |
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*Developing Green Brand Equity*

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| ❖ Role of green business practices in generating green brand equity. | ❖ To develop a model and validate it that can measure and interpret green brands. |
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## 8. MANAGERIAL IMPLICATIONS

We suggest that the theory of Brand is also related to sustainability for development of green brands and finally that leads to green brand equity. In the current situation the green practice of business is in the heart of company to implement the policy and strategy on Green. We also believe that green issues help not only in creating brand but also help in the improvement of financial performance and competitiveness of the company and it also helps in reduction of environmental impacts. Simultaneously, this policy of the company will be fruitful for healthy and safe life style of the customers. In sum we believe that green business strategy is helpful to both enterprises and customers and managers should use them more religiously and rigorously.

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